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Hewlett-Packard Company's

Statement of Work (Exhibit A)

For the Indiana Utility Regulatory Commission – Ameritech – Indiana EDI Gateway Systems Provider Project

Revision 1.0

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DEFINITIONS

Change Order Process – The process which describes the procedure for any proposed changes to HPC's scope are requested, reviewed and approved before these changes are incorporated into HPC's scope of work.

Commission – The Indiana Utility Regulatory Commission.

Customer – KPMG Consulting for Ameritech - Indiana and the Indiana Utility Regulatory Commission.

Deliverable – Specific documentation or other work product to be produced over the life of this Project.

Engagement – The term used to refer to the people, tools, techniques, methodologies, software, and hardware components that are necessary to provide the services to the Customer as described in this Statement of Work (SOW). Synonymous with the term Project.

Exhibit A – Exhibit A, work statement, and statement of work are synonymous terms describing the consulting services and deliverables for an engagement. This is also an used as an Exhibit with in the Contract with Ameritech.

Gateway Systems Provider - The party retained to establish and operate the EDI gateway system which interfaces the TM's OSS with Ameritech - Indiana's OSS for Pre–Order, Order and Provisioning transactions. Also known as Hewlett-Packard Company (HP)

ILEC – For this engagement, Ameritech - Indiana is the Incumbent Local Exchange Carrier (ILEC). Consequently, the term ILEC is generally synonymous with Ameritech - Indiana.

Master Test Plan – This refers to the document: The State of Indiana Utility Regulatory Commission -- Ameritech - Indiana OSS Evaluation Project Master Test Plan *Version 1.0, March 09, 2001.*

OSS Test Process – HPC developed process for defining, planning, preparing, executing and close-out of HPC controlled Tests in OSS Engagements.

Project - The term used to refer to the people, tools, techniques, methodologies, software, and hardware components that are necessary fulfill the obligations described in this Statement of Work / Exhibit A. Synonymous with the term engagement.

Rules of Engagement – The complete list of methods and procedures defined by the TM, which HPC shall adhere to when handling information pertaining to this Project and when interacting with external parties.

Services – Consulting services performed by Hewlett-Packard Company (HP) for KPMG Consulting - Indiana PSC as defined in this SOW.

Statement of Work - Exhibit A, work statement, and statement of work are synonymous terms describing the consulting services and deliverables for an engagement.

T & E – Time and Expenses. Synonymous with T & M - Time and Materials.

Test CLEC – The CLEC company that shall establish interconnection with Ameritech – Indiana. (Note: at time of account establishment a formal name will replace Test CLEC)**Tests** – Any testing activity defined in the Master Test Plan (MTP) that is the responsibility of HPC.

Test Bed – A set of end-user accounts, defined by the TM, and implemented by Ameritech - Indiana to support the needs of the MTP and EDI Certification.

Test Harness – The technical infrastructure, application software and processes that allow Operational Support System (OSS) data to be transmitted to and received from KPMG Consulting and to and from the Ameritech Indiana (also known as Test Transaction Generator TTG).

TM – Test Manager. The Company retained to perform the duties of planning, management and execution of the overall tests, registering as a CLEC in Ameritech - Indiana's territory, submitting Pre-Order and Order test instances and evaluating the results of the tests listed in the MTP. Also known as KPMG Consulting.

Test Solution – Combination of People, Process and Technology required to support the needs of a particular test. Designed and built by HPC, with input from KPMG Consulting and the MTP.

Testing Agreement – Document that describes the project, timeline, payment and scope terms. Also known as the Contract between HPC and KPMG Consulting.

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ABBREVIATIONS

CLEC: Competitive Local Exchange Carrier

CTTG: CLEC Test Transaction Generator, also Test Harness or TTG or EDI gateway system

EDI: Electronic Data Interchange

HP: Hewlett-Packard Company also known as EDI Gateway Systems Provider

HPC: Hewlett-Packard Consulting, an organization within Hewlett-Packard Company

ILEC: Incumbent Local Exchange Carrier, also known as Ameritech - Indiana

IT: Information Technology

MTP: Master Test Plan

IURC: Indiana Utility Regulatory Commission

OSS: Operational Support Systems

TM: Test Manager, also KPMG Consulting.

TTG: Test Transaction Generator, also CTTG and Test Harness

TVV: Transaction Validation and Verification, Transaction Test(s)

PPR: Processes and Procedures Review, Relationship Test(s)

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1 INTRODUCTION

NOTE: This Statement of Work is issued in "first look" draft form intended for initial discussion purposes only. It is issued prior to the completion of joint planning activities with KPMG Consulting. This "first look" version of the Statement of Work is subject to change without notice and will be modified as planning activities advance, as more information is made available to Hewlett-Packard and as roles and responsibilities are refined and agreed to among the parties. This Statement of Work will be superseded by subsequent versions. Hewlett-Packard expressly reserves the right to update this Statement of Work during the planning period. These updates may impose additional requirements and / or costs on Hewlett-Packard and, consequently, additional charges to Ameritech-Indiana and / or KPMG Consulting.

HP anticipates that its Statement of Work document will be made available on an OSS testing website to be maintained by KPMG Consulting, subject to final agreement from KPMG Consulting.

1.1 Background

1.1.1 In establishing and operating a Test CLEC EDI gateway system, HPC is to perform these services in support of the TM's management and execution in the test of Ameritech - Indiana's Pre-Order, Order and Provisioning systems (OSS) and processes. The HPC tasks to be performed include the functions, sub-functions and activities necessary to define, build and operate the EDI gateway system, and to participate in components of MTP defined tests that are the responsibility of the EDI gateway system provider.

1.1.2 HPC testing, as the EDI gateway system provider, will include assessing and documenting the effort to interface the EDI gateway system with the Ameritech - Indiana EDI OSS interface using only the documentation and support that Ameritech - Indiana provides to CLECs. Simulating the role of a CLEC, HPC shall follow the same processes that any other CLEC shall follow to establish and operate the EDI OSS interconnection with Ameritech -- Indiana, and use Ameritech - Indiana's Work Center Process to assist KPMG Consulting in assessing Pre-order, Order and Provisioning EDI Transactions that did not complete as expected.

1.2 Scope of This Document

1.2.1 The work to be performed is based on the information contained within the current version of the Master Test Plan (MTP) [*Reference: The State of Indiana Utility Regulatory Commission – Ameritech - Indiana OSS Evaluation Project Master Test Plan Version 1.0, March 09, 2001*]. This document describes the work to be performed by HPC and the assumptions and dependencies described herein. There are several parties involved in the performance of the OSS test evaluation, including, but not limited to the IURC, TM and the Ameritech Indiana, or which can impact HPC's ability to complete the work identified in this SOW. Changes to HPC's responsibilities defined in this document shall be

processed by HPC, through either the Change Order Process described in the Testing Agreement, or an amendment to the Testing Agreement agreed upon by the parties.

1.3 References

1.3.1 This SOW was created based on the following reference materials:

(1) The State of Indiana Utility Regulatory Commission –Ameritech - Indiana OSS Evaluation Project Master Test Plan *Version 1.0, March 09, 2001;*

(2) Indiana Order Summary from KPMG dated January 5, 2001; and

(3) Comments from Indiana Collaborative meetings held on February 07 & 08, 2001.

(4) Comments from the IURC Staff dated February 16, 19 and 27.

To ensure that the project remains current and relevant, the changes in the MTP will be reflected in the SOW through HPC's Change Order Process defined in the Testing Agreement.

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2 SCOPE OF WORK

2.1 Overview

This document covers the five (5) functional areas of work within the scope of work for HPC in this engagement. These areas are broken down into the activities that make up that area, the deliverables that shall be produced by HPC, and the dependencies from other parties to produce those deliverables. Many of the activities may take place in parallel, so the following is not listed in priority or precedence, but as a brief outline that includes:

(1) Program Management;

(2) Project Ramp-Up;

(3) EDI Interface Certification;

(4) Testing Services; and

(5) Project Ramp-Down.

2.2 HPC's OSS Test Process

2.2.1 This document makes reference to testing services, which includes Relationship and Transaction Tests to be performed by HPC. This refers to the components of the MTP that HPC is being asked to perform, and shall be done in accordance with HPC's OSS Test Process. That process applies the following phases to any Relationship or Transaction Test to be performed by HPC:

(1) Define Test Objectives and Solution Requirements – This sub-process focuses on defining the objectives and requirements for the test. While the TM shall accomplish these for the overall test defined in the MTP, this task focuses on the objectives and requirements specific to HPC in its role of the overall test. Given the test objectives, HPC shall also determine requirements for the test solution (covering the People, Process and Technology requirements) to be built and operated by HPC.

(2) Plan For Test - This sub-process focuses on taking the objectives and requirements documented above, and turning those into test specifications and plans that shall meet the test requirements. This task also addresses two types of tests, one for the Test Solution (collection of people, processes and technology) that shall support the Test, and one for the actual testing (Relationship or Transaction).

(3) Prepare For Test - This sub-process focuses on building and testing the Test Solution for the individual test, and any preparatory work required of HPC before the test can start.

(4) Execute Test - This sub-process describes all the activities required to execute the test according to the Test Plan and Test Procedure documents. The individual tests shall have slightly different activities, as specified by the TM.

(5) Close-Out Test - This sub-process focuses on the tasks and activities required to complete or close-out the individual test. It includes collecting the defined test information, and creating a summary test report

2.3 Program Management

Overview

2.3.1 This section defines the Program Management tasks to be performed by HPC in this project. These activities shall occur over the life of the project, and are defined by HPC's Program Management Methodology.

Activities

2.3.2 HPC shall perform the following Program Management activities for the duration of the project:

(1) Prepare a contract between HPC and Ameritech - Indiana that is based off this SOW.

(2) Prepare and maintain a HPC project plan to define, design, build, deploy, operate and support the EDI Gateway Systems Provider infrastructure and test plans.

(3) Prepare and maintain a Work Breakdown Structure (WBS).

(4) Prepare and maintain a Project Schedule with Gantt Chart, as well as collaborate with TM to review and approve the HPC Project Schedule. A sample is attached to this SOW as Appendix C.

(5) Prepare Project Status Reports.

(6) Prepare and maintain a Risk Assessment and Mitigation Plan.

(7) Prepare and maintain a Communication Plan that defines the means (organization and communication interfaces) HPC and KPMG Consulting shall use to communicate.

(8) Prepare and maintain a Change Control Plan for managing changes to the scope for HPC as defined in this SOW.

(9) Prepare and maintain an Escalation Plan that describes the means, internally between HPC and KPMG Consulting, and externally between HPC and Ameritech - Indiana, to resolve issues that require escalation.

(10) Prepare and maintain Project Document Standards that define the standards for HPC created reports.

(11) Perform Program Tracking Control and Reporting.

(12) Prepare and maintain Training Plan.

(13) Participate in KPMG Consulting led Statistical Workshop, status and other project-related meetings and conference calls.

(14) Conduct review of project management documents according to Document Review Process.

Deliverables

2.3.3 The following deliverables shall be produced as part of the Program Management Activities:

(1) A contract between HPC and Ameritech - Indiana.

(2) A project plan to implement an EDI Gateway System and test plans for Ameritech – Indiana.

(3) A Project Schedule with Gantt Chart.

(4) Project Status Reports on a weekly and monthly basis

(5) A Risk Assessment and Mitigation Plan.

(6) Communication Plan (which details methods and processes for all forms of communications that HPC has with IURC, Ameritech - Indiana, CLECs and the TM).

(7) A Change Control Plan.

(8) An Escalation Plan.

(9) Document Standards for all Reports created by HPC.

(10) Program Tracking Control and Reporting methods and processes.

(11) A Training Plan (for HPC participation in appropriate Ameritech - Indiana CLEC training courses).

(12) An HPC Testing Schedule that is aligned with the Integrated Testing Schedule prepared by the TM.

(13) HPC Project Organization Charts.

Dependencies

The following are the dependencies for this phase:

(1) The TM shall review and approve the HPC submitted Project Schedule as well as develop and manage the Integrated Testing Schedule. The Integrated Testing Schedule shall include the HPC Project Schedule and tasks for the EDI Gateway System and Test Plans.

(2) The TM shall provide HPC with the necessary information in writing with at least three (3) working days notice for HPC to maintain a testing schedule that is aligned with the Integrated Testing Schedule.

(3) TM and HPC shall mutually agree to the Escalation Plan and this should be completed within three (3) weeks of the commencement of the contract.

2.4 Project Ramp-Up

Overview

2.4.1 Project Ramp-Up includes the functions and sub-functions required to establish the EDI Gateway Systems Provider physical infrastructure that is provided by HPC.

Activities

2.4.2 HPC shall perform the following Project Ramp-Up activities for this project:

(1) Define and acquire physical facilities for HPC consultants, computer systems, voice, and data communications.

(2) Define, design, build, test, and deploy the IT network required to support the HPC activities as an EDI Gateway Systems Provider between Englewood, CO and Atlanta, GA.

(3) Test and verify connectivity of the data communications network between HPC's facility in Atlanta, GA and the TM's Facility in Philadelphia, PA.

(4) Review the TM's Observation and Exception process and develop HPC process for issues generated during this engagement.

(5) Record test experiences and log non-performance issues of assisting the TM establish the physical data communications network with the Ameritech Indiana.

(6) Assist TM in negotiation and set-up of data communications network between HPC's facility in Atlanta, GA and the Ameritech-Indiana Data Center. This work is limited to:

(a) CLEC Engineering functionality to set-up the data communications network, including supplying network and system specific information for Ameritech-Indiana Connectivity Documents;

(b) Overseeing the installation of network connections in the HPC facility in Atlanta, GA; and

(c) Participating in Connectivity related meetings with the TM and Ameritech-Indiana, as part of the Ameritech Account Establishment process.

(7) Test and verify that there is connectivity of the data communications network between the HPC's gateway facility in Atlanta, GA and the

Ameritech-Indiana Data Center in accordance with the TM's test procedure for connectivity testing.

(8) Test and verify that there is connectivity of the data communications network between HPC's gateway facility in Atlanta, GA and the TM's test facility in Philadelphia, PA.

(9) Test and verify that there is connectivity of the data communications network from the TM's test facility in Philadelphia, PA through HPC's gateway facilities in Atlanta, GA and the Ameritech–Indiana Data Center.

(10) Define, order, install and configure the infrastructure items for which HPC is responsible as the EDI Gateway System Provider.

(11) Define and implement Configuration Management to control releases of software and ensure that software upgrades are tested prior to deployment.

(12) Maintain an inventory list of all equipment and software used. All test environment components are provided for the duration of the project.

(13) Define and implement a Backup and Recovery process to maintain a stable, testing environment. A dual mirror strategy shall be utilized.

(14) Design and implement a security strategy, covering the physical, network and data identified in this section.

Deliverables

2.4.3 The following deliverables shall be produced as part of the Ramp-Up activities:

(1) Test results for the connectivity test of the data communications network between HPC's gateway facility in Atlanta, GA and the TM's test facility in Philadelphia, PA.

(2) Test results for the connectivity test of the data communications network between HPC's gateway facility in Atlanta, GA and Ameritech-Indiana's Data Center.

(3) Test Experience and issue reports for tests that HPC is involved in the data communications network connectivity tests between the TM's test facility in Philadelphia, PA, HPC gateway facility in Atlanta, GA and the Ameritech–Indiana Data Center.

(4) Data communications network Architecture Document

(5) End-user information required by TM for establishing data communications network connectivity between HPC and TM, and HPC and Ameritech-Indiana's Data Center.

(6) List of deployed infrastructure items (hardware and software) to support EDI Gateway System.

(7) Configuration Management Plan

(8) Backup and Recovery Plan

Dependencies

2.4.4 The following are the dependencies for this phase:

(1) TM shall identify, establish business relationships with and manage any third parties that may provide data communication services or any other services.

(2) TM shall provide detail test procedure for testing the data communications network connectivity between HPC's gateway facility in Atlanta, GA and Ameritech-Indiana's Data Center as well as define HPC's participation in these procedures.

2.5 EDI Interface Certification

Overview

2.5.1 This section describes the activities and deliverables associated with certifying the EDI Interface between HPC and Ameritech-Indiana's OSS. For this area, it is assumed that HPC shall be able to do a phased certification of the EDI interface, starting with pre-order queries, and progressing serially through order requests for simple through complex products.

Activities

2.5.2 HP shall perform the following EDI Interface Certification activities for this project:

(1) Define, design, build, test and deploy an EDI OSS interface between the TM's OSS, HPC's EDI Gateway System and Ameritech-Indiana's OSS. This shall be accomplished in cooperation with the TM, and in accordance with Ameritech-Indiana's published processes and documentation for establishing an EDI Interface. It also encompasses any work required to modify the EDI interface due to changes in EDI standards or documents by Ameritech–Indiana, made and communicated to the CLEC community by Ameritech–Indiana throughout the course of the test. This task also includes the effort to acquire and review Ameritech-Indiana's published business rules for its EDI interfaced planned LSOG-4 (planned for release in March 2001). This task is limited to the development of an EDI application interface over a single physical T1 interface only. The EDI interface shall support the following capabilities:

(a) Order Status tracking: (where applicable to the EDI)
  (i) functional acknowledgement
  (ii) error notification
  (iii) confirmation (order and supplemental order)
  (iv) jeopardy notification

(v) completion notification

(b) The Pre-order functions required by the MTP, and supported by Ameritech - Indiana's EDI Ordering Gateway.

(c) The Order functions (LSR and order flow) required by the MTP, and supported by Ameritech - Indiana's EDI Ordering gateway.

(d) Provisioning – expectations of provisioning as requested via the EDI interface, through the continued monitoring, tracking, and status receipt in accordance with order flow on a functional performance basis. This includes tracking of the FOC, Supplemental FOC and SOC.

(2) Negotiate an interface agreement between HPC and TM for EDI Pre-Order, Order and Provisioning transactions using FCIF.

(3) Build Test Plans to ensure the validation of the data from TM's Customer Service Department can be successfully interfaced to the EDI mapping tool and a positive functional acknowledgement is output of the EDI software.

(4) Have HPC personnel attend the following Ameritech - Indiana Training classes to support the development of the EDI interface:

Resale / Facilities Based Workshop		
New Entrant Carrier	AIT-CLEC-W-NEC	1 day
Facilities – Based Workshops		
Unbundled Network Elements (UNE)	AIT-CLEC-W-UNE	3 days
Local Interconnection (LI)	AIT-CLEC-W-LI	1 ½ days
Local Number Portability (LNP)	AIT-CLEC-W-LNP	1 day
Resale Workshops		
Resale 1	AIT-CLEC-W-RS1	2 days
Resale 2	AIT-CLEC-W-RS2	1 ½ days
Centrex	AIT-CLEC-W-CTX	2 days
Directory Listings	AIT-CLEC-W-DL	2 days
ISDN	AIT-CLEC-W-ISDN	2 days
Message Source – Voicemail	AIT-CLEC-W-MSG-SRC	1 day

(5) Define, plan, prepare, execute and close-out the Relationship Test for developing the EDI Interface (HPC's component of the MTP Test PPR-5), in accordance with HPC's OSS Test Process. This is a test of the processes, documentation, relationship and training provided by Ameritech - Indiana to CLECs in establishing an EDI interface to its OSS gateway (this is a portion of the MTP test PPR-5). This test shall be carried out in cooperation with the TM, and in accordance with TM's Rules of Engagement and PPR-5 test objectives.

(6) Define, plan, prepare, execute and close-out the Relationship Test for Change Management as it pertains to the EDI interface (HPC's component of the MTP Test PPR-1), in accordance with HPC's OSS Test Process. This is a test of the processes, documentation, and relationship provided by Ameritech - Indiana to CLECs in presenting Change Management for the EDI OSS Interface (this is a portion of the MTP test PPR-1). This test shall be carried out in cooperation with the TM, in accordance with TM's Rules of Engagement and PPR-1 test objectives.

Deliverables

2.5.3 The following deliverables shall be produced as part of the EDI Interface Certification activities:

(1) High-level Test Solution Architecture documents.

(2) End-To-End Integration Test Results of TM OSS to Ameritech-Indiana EDI OSS interface.

(3) Test plan describing the procedures used by HPC in executing the Relationship test for developing the EDI Interface.

(4) Issues log for all issues generated in executing the Relationship test for developing the EDI interface.

(5) Interim and summary test report describing the efforts required and HPC's evaluation of the processes, documentation, account relationship and training provided by Ameritech – Indiana to CLECs in establishing an EDI interface to its OSS gateway.

(6) Test plan describing the procedures used by HPC in executing the Relationship test for Change Management.

(7) Issues log for all issues generated in executing the Relationship test for Ameritech – Indiana's Change Management Process for the EDI interface.

(8) Issue reports generated during the execution of the Relationship Tests described above.

Dependencies

2.5.4 The following are the dependencies in this phase:

(1) TM shall provide resources, test cases, and test account data values in FCIF format for EDI Certification Testing or Pre-Order, Order, and Provisioning Transactions.

(2) The TM shall provide the Test CLEC infrastructure (e-mail, phone numbers, etc.) required to support the Rules Of Engagement in establishing Connectivity to Ameritech - Indiana's Data Center.

(3) TM and HPC have jointly established the CLEC-Account Manager relationships with Ameritech - Indiana.

(4) TM shall provide the Rules of Engagement prior to the agreement of this SOW.

(5) TM shall provide documentation templates and process guidelines for HPC to collect data to be compiled as issues.

(6) Ameritech - Indiana resources are available to HPC in a manner consistent with that provided to other CLECs.

(7) Ameritech - Indiana shall supply training and design materials in accordance with its published processes within timeframes consistent to due date(s) for the deliverable(s).

(8) Ameritech - Indiana shall provide access to the interfaces specified above, in accordance with its published processes.

(9) Ameritech - Indiana shall supply access and security IDs for access to its OSS(s) in accordance with its published processes.

(10) HPC shall receive all necessary codes and requirements for transactions resulting from the TM negotiation of the interface agreement, including RSID, ZSID, OCN, ACNA, BANs, and other CLEC required information to submit pre-order queries and order transactions to Ameritech - Indiana's EDI OSS Interface.

(11) Connectivity between HPC and Ameritech - Indiana EDI OSS Interfaces.

(12) Ameritech - Indiana EDI OSS Interfaces available to HPC.

(13) Ameritech - Indiana OSS applications available to HPC.

2.6 OSS Testing

Overview

2.6.1 This section defines ongoing testing services to be provided by HPC.

Activities

2.6.2 HP shall perform the following Testing Services activities for this project:

(1) Define, plan, prepare, execute and close-out the Functional Transaction Test (HPC's portion of the MTP test involving POP functional evaluation – MTP Test TVV-1), in accordance with HPC's OSS Test Process.

(2) Define, plan, prepare, execute and close-out the Volume Transaction Test (HPC's portion of the MTP test involving POP Volume Performance tests – MTP Test TVV-2), in accordance with HPC's OSS Test Process.

(3) Define, design, build and deploy the Test Solutions for all Relationship Tests that HPC shall conduct.

(4) Define, plan, prepare, execute and close-out the Work Center Evaluation Relationship Test (HPC's portion of the MTP test involving POP work center support evaluation – MTP test PPR-8). This is a test of the processes, documentation, and relationship provided by Ameritech - Indiana to CLECs for resolving Order related issues through its Work Centers. This test shall be conducted in cooperation with the TM, and in accordance with the TM's Rules of Engagement.

(5) Determine the methods for Regression testing in order to react to changes within HPC, Ameritech - Indiana, or the TM.

(6) Define, design, build, test and deploy test solutions to support the Functional and Volume Transaction Test (TVV-1, TVV-2). These test solutions shall support the following capabilities:

(a) Transaction to results matching / Performance Metrics Capturing (done via time stamp, PON, CLEC ID and other indicators such as Ameritech - Indiana's EDI Version).

(b) Collection of performance metrics data to support TM's analysis activities.

(c) The testing process to receive and track confirmations, jeopardy and completion information that is received from the Ameritech - Indiana OSS's in that the raw data from each test shall be archived in the actual results database.

(7) Prepare daily reports to provide current status of specific test phase activity with details relevant to fallout and root cause analysis related to tracking orders or groups of orders.

(8) If necessary, prepare special Ad Hoc Reporting to analyze trends in test scenario outcomes for specific cases on an instance basis. These ad-hoc reports shall require a change order to this SOW.

(9) Prepare daily and weekly reports that detail downtime of order servers and provide the aggregate availability of the Ameritech Indiana OSS's.

(10) Set-up and maintain a Support Services area, consistent with the HPC to TM Service Level Agreement (SLA):

(a) Provide a Help Desk / Issue Tracking and Resolutions - The focus of the tasks in this section is to identify, clarify, and track enhancements, tools or problems with the on-site equipment, telecommunications links, and HP created components of the Test Harness at the HP facilities.

(b) Provide trouble shooting per ad hoc request for transaction tracking

(c) Customer Support Service Department in support of HP supplied hardware, software, and/or network infrastructure.

(11) HPC shall provide services for System and Network Administration for HP facilities –with the focus on the on-going maintenance of the equipment during the Project.

Deliverables

2.6.3 The following deliverables shall be produced as part of the Testing Services activities:

(1) Business process flows between HPC and the TM for all transaction tests.

(2) Interface Specifications that defines the electronic application interfaces between TM and HPC.

(3) Test plan describing the procedures used by HPC in executing its portion of the POP Functional Evaluation test (MTP Test TVV-1).

(4) Issues log for all issues that HPC identified in executing its portion of the POP Functional Evaluation Functional Test (MTP test TVV-1).

(5) Interim and summary test report related to the POP Functional Evaluation Test (MTP test TVV-1). This report shall indicate the number and type of functional tests that were executed through the Test Harness. The results of each test (i.e., complete, failed, jeopardy, etc.) shall also be indicated, along with the appropriate return code. All transactions shall be matched via time stamps, PONs, CLEC IDs and other indicators, as appropriate.

(6) Test plan describing the procedures used by HPC in executing its portion of the POP volume performance tests (MTP Test TVV-2).

(7) Issues log for all issues that HPC identified in executing its portion of the POP Volume Test (MTP test TVV-2).

(8) Interim and summary test report, results related to the POP Volume performance Test (MTP test TVV-2). This report details the results of the normal volume and volume stress tests for the EDI interface.

(9) Issues identified by HPC during the execution of the Transaction and Relationship Tests described above.

(10) Service Level Agreement to TM.

(11) Results Database -- HPC shall provide to the TM, and the regulatory authority, access to the OSS Test Harness results database for ad-hoc reporting and results analysis. The results database also acts as an audit trail of all transactions submitted through the OSS Test Harness, including the tracking of transaction status, completions, verifications, and orphans.

(12) Final Report -- the final report provides the results of the overall OSS EDI pre-order and order testing effort.

(13) Provide post-test support for testimony by saving all documentation as well as all revisions to the eRoom on the Internet, in addition to archiving the

test database for a period of X months after close of project. Refer to physical testimony after project Ramp Down as stipulated in the Final Contract.

Dependencies

2.6.4 The following are the dependencies in this phase:

(1) TM shall provide resources to define the Interface Specification between HPC and TM.

(2) TM and HPC to mutually agree on the Interface Specifications.

(3) The SLA shall be mutually agreed to between TM and HPC.

(4) Connectivity between HPC and Ameritech - Indiana EDI OSS Interfaces.

(5) Ameritech - Indiana EDI OSS Interfaces are available to HPC.

(6) Ameritech - Indiana OSS applications are available to HPC.

(7) TM shall provide the Rules of Engagement.

(8) TM shall provide to HP, the final test cases consisting of the various pre-order and order types for functionality testing and the target start date at least 1 week prior to beginning of testing.

(9) TM shall provide the final number of test scenarios consisting of the various pre-order and order types, number of iterations of each scenario, time distribution of the scenarios, account data for each iteration of the scenario and the target execution date for the volume test.

2.7 Project Ramp-Down

Overview

2.7.1 This section describes all the activities required to close-out the project. This activity shall occur thirty (30) days after notification of completion of testing from the TM, unless the IURC, the presiding officers, or Staff requires HP delay its ramp-down activities. HP shall provide to the collaborative and to the IURC, a discrete, identifiable notice of its intent to begin the ramp-down activities, via the established e-mail distribution list (Ameritech271@urc.state.in.us).

Activities

2.7.2 HP shall perform the following Project Ramp-Down activities for this project:

(1) Close out Test Transaction Generator.

(2) Close out EDI Gateway.

(3) Close out infrastructure.

(4) Close out records management.

(5) Close out HPC archive.

(6) Close out finance.

(7) Close out security.

(8) Close out legal/contracts.

(9) Close out HPC Development Organization.

(10) Close out personnel.

(11) Conduct customer satisfaction survey.

(12) Issue final engagement close-out letter.

Deliverables

2.7.3 The following deliverables shall be produced as part of the Project Ramp-Down activities

(1) Issuance of any orders to "cleanse" Ameritech - Indiana and/or the TM's databases.

(2) HPC close-out report.

Dependencies

2.7.4 The following are the dependencies in this phase:

(1) TM shall provide date(s) for completion and turn down.

(2) TM shall identify open issues to be resolved.

(3) TM shall identify existing facilities or data to be removed and the respective date(s) of removal.

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3 ACCEPTANCE PROCESS

The following describes the acceptance process for all deliverables:

(1) For all Program Management documents, the Project Managers from HPC and the TM may schedule working sessions, which may include other personnel from HPC and the TM, to refine the document as it is written. HPC will prepare and finalize the document and deliver it to the TM.

(2) All deliverables are considered accepted unless the TM indicates otherwise in writing within three working days of each delivery.

(3) If TM need clarification or amendments, TM should respond in writing within three business days from the date of delivery of the deliverable to the TM. Responses from the TM should include all details of the clarification or comments.

(4) If HPC requires further clarification, HPC shall organize a meeting for both parties to discuss and resolve the issues within three (3) business days of receiving the written clarification or amendments from the TM.

(5) Both parties shall work together in good faith to resolve all issues.

(6) HPC shall then incorporate the agreed upon amendments to the deliverables.

(7) The deliverable is considered accepted upon its final delivery.

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4 LIMITATIONS AND ASSUMPTIONS

(1) Although TM and HPC shall cooperate to conduct many aspects of the work, each company is responsible for its own findings and conclusions.

(2) The TM shall supply a detailed schedule of the functionality and volume tests. HPC shall not communicate to Ameritech or any third party without prior written permission of the TM.

(3) Unless otherwise agreed upon between TM and HPC, HPC Testing services shall normally be performed during business working hours, Monday through Friday, 8AM to 5PM (Eastern Time), excluding HP holidays and travel time. The engagement may require work to be performed outside of these hours. If HPC is requested by the TM or the IURC to perform services outside of HP's normal working hours, the additional cost of such overtime services shall be billed separately to Ameritech – Indiana on HPC's standard time and expense overtime basis. HPC shall assume that all overtime requests made by the TM for the purposes of this Project are with TM's approval from upper management.

(4) The TM shall assign an individual who shall be the primary point of contact with the HPC project manager.

(5) HPC shall be provided appropriate access to Ameritech - Indiana network for Test Harness activity.

(6) The TM shall provide all test scenarios and data values for testing through the Test Harness to provide test cases for Pre-Production certification. The TM and Ameritech - Indiana are responsible for the accuracy of the test scenarios and data values. Inaccurate information may result in inconclusive test results.

(7) Functional testing shall commence no earlier than receipt of operational readiness from Ameritech - Indiana, in accordance with its published processes.

(8) Test data is received from the TM and/or Ameritech - Indiana for application to application testing as specified in the HPC project plan.

(9) HPC shall supply equipment required on HPC's facilities for its data communications network connection.

(10) Ameritech - Indiana's OSS(s) are available and functioning for testing as indicated by the HPC project plan.

(11) HPC shall conduct test generation service in accordance with the MTP [Reference: State of Indiana Utility Regulatory Commission – Ameritech - Indiana OSS Evaluation Project Master Test Plan (Version 1.0) dated *March 09, 2001*

(12) HPC will use the same Ameritech Change Management process as is used by CLECs operating in Indiana to become informed of any process changes to the Ameritech OSS while the test in "in progress".

(13) HPC assumes the Volume Test is a Military Style test, as defined in the MTP.

(14) TM and/or IURC shall define any industry guidelines that apply to this engagement.

(15) The TM shall populate and maintain the test bed accounts for the test.

(16) The TM shall develop and validate the Functional and Volume test coverage and scenarios. This encompasses the detailed test plan including the specific test cases that HPC has to execute through the specified interface.

(17) The actual capacity of the infrastructure for the EDI Gateway System is as yet unknown at the date of contract commencement. There may be practical limits to the throughput of a single gateway system or components within. If volume testing will require the throughput rate to exceed the practical throughput, HPC and TM shall, within the OSS Testing phase, work together to propose and develop alternate means of testing.

(18) The test instances for the Volume Test will have pre-determined data elements for Pre-Order and Order transactions. HPC will not be required to support interactive Pre-Order queries that are used for Order transactions.

(19) HPC shall have access to the TM audit trail of help desk reports so that necessary information is available for root cause analysis. The TM shall have access to the HPC audit trail of help desk reports so that necessary information is available for root cause analysis.

(20) HPC shall provide the TM with electronic copies of the data files associated with transactions submitted/received via the EDI interface.

(21) The TM shall ensure logical and physical security for the TM personnel accessing the technical environment to control the end user access to the applications that allows the pre-ordering and ordering of Ameritech Indiana products and services through the EDI gateway.

(22) Work on this Engagement shall be performed in a variety of appropriate locations including, but not limited to HP facilities in Atlanta, GA and Denver/Englewood, CO. HPC is able to perform work in one or more locations "local" to Ameritech - Indiana on an "as required" basis but HPC shall invoice for the additional expenses. This SOW is written with the assumption that HPC shall not be required to establish a physical presence in any other locations other than that jointly determined by HPC and KPMG Consulting. HPC's effort is provided on a T & E basis.

(23) HPC assumes that the scope and effort required to support TM's Observation and Exception Process will not impact currently planned resources.

(24) HPC shall exercise commercially reasonable efforts to connect with Ameritech - Indiana's EDI OSS interfaces using the information and assistance provided by Ameritech - Indiana. HPC may ultimately be unable to connect with the Ameritech - Indiana interfaces, depending upon the accuracy and completeness of any information and data provided to HPC. HP assumes no responsibility for its failure to complete the services described herein if, despite exercising commercially reasonable efforts, such failure is the result of inaccurate or incomplete information and/or data.

(25) The TM shall electronically submit to HPC the specific test instances for entry via EDI. These electronic test instances shall be in FCIF format. The test instances shall include all the necessary end user, contact, facilities and billing information necessary to properly format an order via EDI. HPC assumes that it has no responsibility for the accuracy or completeness for the Test Instances issued by the TM. Once a version of an EDI OSS interface is certified for production with Ameritech - Indiana, HPC is only responsible for ensuring that EDI transactions are delivered to and received from Ameritech – Indiana's OSS Gateway. For the avoidance of doubt no other interfaces between KPMG Consulting and HPC, like facsimile or e-mail, have been planned for by HPC

(26) For the avoidance of doubt, HPC assumes that it is not responsible for any Ordering GUI available to the CLECs in the Ameritech - Indiana territory. Manual LSR forms (faxed to the Ameritech - Indiana service center) are used for placing orders when the CLEC does not have an EDI or GUI interface available, and is not the responsibility of HPC.

(27) For the avoidance of doubt, HPC assumes that it shall not be responsible for accessing the result database to conduct "actual versus expected" result comparisons or any other manipulations with the data contained therein.

(28) For the avoidance of doubt, HPC assumes that it shall not be responsible for the operations and support of the data communications network between HPC's facility in Atlanta, GA and the Ameritech – Indiana Data Center. HPC shall, however, assist the TM in troubleshooting connectivity for that data communications network.

(29) For the avoidance of doubt, the proposed solution architecture and all infrastructure items (hardware and software) are not deliverables in the scope of this Engagement. The HP OSS Test Harness / TTG / CTTG is a service and as such it is assumed that when the OSS testing is completed, HPC shall discontinue the service for the Project. The scope of work may be increased or decreased via a change control process or by adding resources on a time and expense basis. The exact process for handling change control shall be outlined in the contract or an exhibit thereto.

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5 PLANNED RESOURCES

HPC shall supply personnel who shall provide the deliverables specified within this scope of work. These resources shall include a Program Manager, Project Managers, Associate Project Manager, OSS Test Manager, Solution Delivery Manager, Relationship Test Leads, Transaction Test Leads, Test Solution Architect, Issues Manager, Issues Coordinator, Infrastructure Planner, Operations Specialists, Business Analysts, Process Analysts, EDI Subject Matter Experts (SMEs), Network Architect, Test Harness Developers, Technical Writers, Principle Consultant, and IT Infrastructure support. The Program Manager shall manage all of the HP resources. HPC shall utilize, as necessary, the following personnel. This section describes the types of services each person shall perform as required for this scope of work:

Program Manager	Program Management	Leads the HPC the Ameritech Indiana solution team. Solution risk management. Implementation of solutions.	Project Profit & Loss. Project roles & responsibilities. Staff attrition & other Management metrics. The escalation liaison for project issues with hardware, software, facility acquisition, & testing deliverables. Assets/Collateral. Billing. Approve Project Spending. Approve Project Training. Track Project Expenses. Letter of Authorization Fulfillment. SOW Fulfillment. Warranty Plans. May perform multiple roles. Accountable for the Program Management Folder & Files documentation in E-Room.
Project Manager	Program Management	Project Leadership. Responsible for the overall solution delivered to the customer. Understands the solution being implemented. Ensures customer satisfaction with implementation. Produces solution project plan and manages to it. Coordinates Project Documentation Operates within time and budget. Performs risk analysis on opportunity/project. Manages technical solution team day to day. Interfaces as the focal point for SME, Architect, Test Lead, Associate Project Manager, and Program Manager.	Create Work Breakdown Structure. Project meetings / minutes. Project plan / schedule. Processes System/Management Change Records. Facilitates System/Change Meetings &Minutes. Produces Miscelleneous Project Reports. Contact & Phone Lists. Ensures Auditability. Stores documentation in E-Room. Approves operational documentation. Accountable for the Project Management Folder and Files documentation in E-Room
Associate Project Manager	Program Management	Project Management 'assistance' for the overall solution delivered to the customer.Performs project	Focus PM business initiatives. Issue Tracking. Processes Sys/Mgmt Change Records.

Role	Company	Function	Responsibilities
Associate Project Manager (cont.)		analysis on opportunity/project as defined by the Project Manager. Manages tasks approved by the Project & Program Manager	Produces project reports. Org Charts. Project Calendar. Contact & Phone Lists. Stores documentation in E-Room. Assists Project Manager in the activities involved with the Project Management Folder and Files in E-Room.
Test Solution Architect	Test CLEC	Designs and implements complex solutions (often using multiple technologies), within the business and technical parameters of the MTP, Manage change orders, and resulting Change Management requests. Provides solution cost information to the Project Manager.	Performs business and functional requirements gathering. Defines logical and physical architecture. Provides input to the WBS & Project Plan. Provides input to SSOP's requirements documentation. Documents the logical (SW) requirements. Implements SW to MTP requirements, Change Orders, and Change Management Requests. Provides input to the Testing Operations procedures. Performs Configuration Management tasks. Leads in establishing the Test Environment. Works closely with SSOP Test Solution Architect, Test Lead, & Project Manager. Overall responsibility for CTTG solution. Stores documentation in E-Room.
Business Analyst	Test CLEC	Develops and anlyzes the business-to-business processes between TM and HPC.	Process Definition for Transaction Tests. Review TM's processes and requirements for Relationship Tests. Stores documentation in E-Room.
Process Analyst	Test CLEC	Develops the process flows for business-to-business processes between TM and HPC.	Process Documentation. Process Analysis. Works with Test Solution Architect to define Interface points. Stores documentation in E-Room.

EDI Subject Matter Expert (SME) EDI Subject Matter Expert (SME) (cont.)	Test CLEC	Has strong knowledge of Pre-Order and Order Business Rules and conformance to National Standards. Review the most current Ameritech Electronic Service Ordering Guide (ESOG) for completeness & accuracy, and document discrepancies. Construct EDI maps for ordering transactions and responses for the Ameritech Indiana. Candidate should NOT have previous experience in Ameritech's EDI interface because of conflict of interests. Add modifications to EDI maps to support business rule changes during the project as announced via the Ameritech 5 State Change Management Process. Create requirements for EDI maps after performing the review, and assist the development team when testing the EDI interface against Ameritech's OSS during production certification, and after interface is in production. Define test case scenarios to support the EDI interface testing for production certification.	Executes Relationship Test Process. Compares the Ameritech Indiana EDI documations with Business Rules Analysis. Troubleshooting EDI Mapping issues. Defines requirements for EDI maps. Stores documentation in E-Room.
Test Lead (Relationship & Transaction)	Test Management	Test lead shall be responsible for planning, preparing, managing the execution and close-out of the Relationship & Transaction Test to be conducted for the Indiana OSS engagement. Take documents that describe the OSS MTP as well as related documents and convert those into overall test objectives and Test Solution Requirements (test solution encompasses people, processes & technology) to support the Relationship test of the EDI interface to Ameritech – Indiana's OSS Gateway. Develop and manage a project schedule for the test, and manage the Test Solution Architect & operations staff during the test, and report on the overall progress of the test from HPC's perspective. Manage the complete test, including the planning and preparation, coordinating and training of the Operations Staff. Reporting on the status of the test results. Development of the summary test report at the end of the test. Update the development status, and brief HPC team, identifying	Helps coordinate implementing the Logical and Physical (HW/SW/Network) tasks identified in the WBS and Project Plan in support of the Testing Operations. Responsible for testing activities. Documents Testing Operation procedure Documents for resolving all issues. Escalates Hardware/Network problems to Test Solution Architect. Escalates SW problems to SSOP. Stores Focus PM related documentation and Operational Documentation in E-Room.

		deadline status and schedule impacts. Relationship Test Leads include: EDI Interface Development, Change Management, Work Center Evaluation, and Account Manager. Transaction Test Leads include Functionality and Volume.	
Issues Manager	Test Management	Coordinates the management and resolution of all issues generated during the execution of all relationship and transaction tests.	Logging Issues. Writing up issues and submitting to TM. Manage resolution of issues with Test Leads and TM. Report Status of Issues to OSS Test Manager. Stores documentation in E-Room.
Issues Coordinator	Test Management	Handles the day to day requirements for managing issues petaining to Test Management.	Assists Issues Manager in defining, documenting, managing resolution of all Test Management issues generated during the execution of all relationship and transaction tests. Stores documentation in E-Room.
Issues Coordinator	Test CLEC	Handles the day to day requirements for managing issues pertaining to Test CLEC.	Assists Issues Manager in defining, documenting, managing resolution of all Test CLEC issues generated during the execution of all relationship and transaction tests.
Solution Delivery Manager (SDM)	Program Management	Manages and leads delivery team. Solution risk management for their area. Cost based development of proposals and SOW. Localization of responsible solution portfolio. Mentoring.	Solution Delivery Sponsor. Delivery Staffing Attrition. Participates in Project Meetings. Client Relationship Building. Provides Project Direction.
Principal Consultant (Acc't facing) Principal Consultant (Acc't facing) (cont.)	Program Management	Physical voice of the customer. Drives the solution sale. Prospecting and qualifying the customer. Solution pricing (based on cost received from Solution PC). Overall response to the customer (proposal). Solution construction. Customer presentations. Customer negotiations. Client relationship building. Account planning process.	the Ameritech Indiana Customer Negotiations. Present Proposal/Contract. Client Presentations. Prepare Proposals. Build Client Relationships. Solution Pricing. Construct Solutions. Qualify Client. Review Project documentation. Stores documentation in E-Room.
OSS Test Manager	Test Management	Responsible for planning and managing all relationship and transaction tests for the OSS test engagement. Responsible for updating the status of tests to the State Commission, the TM and HPC staff. (return) Responsible for ensuring a consistant test process for all tests, using HPC's defined OSS Test Process. Lead one of the Relationship or Transaction Tests.	Oversees all test Activities. Reports status of tests to TM and Collaborative. Ensures tests are in conformance to HPC's OSS Test Process. Stores documentation in E-Room.
Infrastructure Planner	Test CLEC	Take documents that describe the high level definition of the infrastructure for an EDI Gateway	Responsible for the planning and implementation of the Gateway Systems Provider Facilitiesincluding, Consultant Space,

		Systems Provider, and define, design, and implement a complete facility with supporting technology infrastructure. Shall work closely with Test Solution Architect to assess needs/requirements. Shall be knowledgeable on HP-UX, Windows NT®, along with engineering skills for defining power requirements (loads and outlets), LAN architecture, HP EH&S policies, and cooling requirements. Update the development status, and brief HPC team in Denver, identifying deadline status and schedule impacts.	Meeting Rooms, Server Room, and Communications (Phone and LAN). Planning and implementation of the IT Network including the, Connection to HP Network, Company CLEC VPN, and Connectivity to Ameritech Indiana Data CenterNetwork to TM. Planning and implementation of the Operations Center regarding Policies and Procedures and the Help Desk. Planning and implementation of the Systems Architecture regarding the Test Harness/HP-UX Configuration Planning and implementation of Security including the, Physical (access cards, doors, locking cabinets), Data & Network, and Policies and Procedures Planning and implementation of Disaster/Recovery. Stores documentation in E-Room.
Network Architect Network Architect (cont.)	Test CLEC	Support the Network Architecture design and implementation needs for the Ameritech-IURC OSS Test engagement. Take documents that describe the high level definition of a Company CLEC EDI OSS network. Have a network that is isolated from the HP 15 Network, but shall require connections to that network. Requirements Definition. Facilities Planning. Network Concepts. TCP/IP and VPN Network Design. Network Implementation. Project Management. Work closely with Test Solution Architect and Infrastructure Planner to assess needs/requirements. Shall be knowledgeable on HP-UX, Windows NT®, e-mail, firewall, CSU/DSU, router and web-site architecture. Update the development status, and brief HPC team, identifying deadline status and schedule impacts.	Responsible for defining, designing, implementation and documentation of Networks to support those requirements. Responsible for company CLEC LAN (typically 192 sub-net to HP Network). Responsible for LAN Intranet Connection to HP 15 Network. Responsible for Internet Connection to Pseudo-CLEC Network. Responsible for T1, Fractional T1, or DSL VPN between Test Manager and Company CLEC LAN. Stores documentation in E-Room.
Test Harness Developers	Test CLEC	Provides development, test and support resources for all Test Solutions, EDI Gateway, and Test Harness.	Develop Specifications. Develop SOW. Build, Test and Deploy Test Solutions, Test Harness, and EDI Gateway. Provide on-going application and system support.
IT Infrastructure Support Staff	Test CLEC	Provides daily operational support to Test Solutions and EDI Gateway Provider environment.	Manage Help Desk. Perform Back-ups and Recovery. Manage HPC IT Network. Verify Connectivity to Ameritech – Indiana Data Center. Verify Connectivity to TM.

			Assist in troubleshooting EDI transactions with TM. Stores documentation in E-Room.

5.1 Dedication of Staff

HP understands that the duration of the testing effort is not entirely certain. Nevertheless, HP's intent is to provide consistent, committed staffing to this effort. If post-test activities are conducted, HP expects to make all necessary resources available to provide support during such activities.

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APPENDIX A: ESCALATION PROCESS

HP takes a proactive approach to project management, to plan and structure the work at high quality levels. At times, however, there are circumstances (deliverable issues) that were not anticipated or prevented and can, if not addressed, affect the success of the engagement. Typically a deliverable issue is a circumstance that needs HP or KPMG management (outside of the engagement) awareness or focus on a problem that has lingered longer than allowable.

Timely resolution of issues is critical to maintaining Project control and achieving the engagement schedule and costs. The following escalation process is intended to ensure that issues are identified and resolved quickly. The escalation process provides a mechanism to alert KPMG Project Managers and other management personnel to issues not being resolved.

Either HP or the KPMG resources may escalate a Project issue as follows:

(1) Initially, the issue will be raised to the KPMG Project Manager or Project Lead. If not resolved at this level, an issue report may be generated and the issue may be escalated to the KPMG nominated Sponsor.

(2) If the issue cannot be resolved within a predetermined period or falls outside the authority of the Sponsor, it will be escalated to the HP Principal Consultant.

(3) Certain HP related issues may need to be escalated to the HP Executives for resolution.

Figure A-1: Escalation Process diagram

For the purposes of defining the escalation process, "resolved" as used here can mean that the deliverable issue is being attended to but not necessarily completed.

APPENDIX B: HP'S CONSULTING METHODOLOGY

Overview

From HPC's extensive experience in OSS testing, a proven consulting methodology has been developed. HPC has implemented well-structured methodologies and documented processes and tools to accomplish specific tasks. HPC uses the following:

(1) The Consulting Methodology (TCM) is the foundation for all engagements, and is used by Hewlett-Packard consultants to deliver specific technical services individually or within a custom project.

(2) Service Methodologies are used during a single engagement, and are based on a specific client need and deliverable.

(3) FocusPM is used by project managers, and is the common integration framework between HP teams and HP partners during the development and delivery of a custom project.

Each of these methodologies is flexible and can be adapted to KPMG Consulting's business and technology needs. Since these methods are used by Hewlett-Packard's worldwide organization, HPC has consistency in its ability to deliver services and solutions on time, and within budget. HPC continues to review and enhance its processes to instill quality in its services and methodologies.

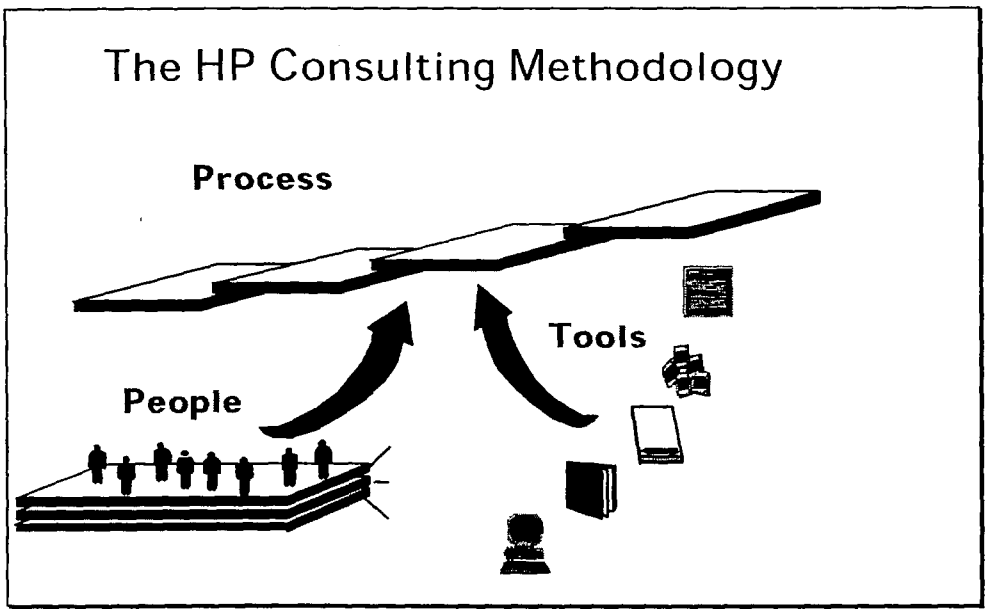

Figure B-1. HP Consulting Methodology

HPC project managers organize and implement projects following the project management methodology known as FocusPM.

Objectives of FocusPM

(1) To provide a methodology that assists HPC's project managers worldwide to plan and deliver client projects in a consistent and effective way.

(2) To provide a methodology that enables HPC's project managers worldwide to deliver projects that meet client business and technology goals.

HPC's Project Management Methodology - FocusPM

HPC's project methodology, FocusPM, has been used extensively within HP and on customer projects. The development of FocusPM was based on best industry practices and the Project Management Institute's concepts. The methodology is simple, comprehensive and proven, and can easily be used with existing methodologies used by KPMG Consulting if required.

HPC's project management methodology, FocusPM, follows the project through the project life cycle, and is comprised of six phases:

(1) To provide a methodology that enables HPC's project managers worldwide Initiation Phase – Document and review customer requirements to ensure an accurate solution.

(2) Planning and Proposal Phase – Create the solution design from the customer requirements and develop a detailed project plan with clearly identified deliverables.

(3) Selection Phase – Review and negotiate the solution design and project plan to ensure a successful project agreement between the client and HPC. Establish the project baseline.

(4) Implementation Phase – HPC's Project Manager to manage the project and all resources for the duration of the project to ensure project deliverables are on time and within budget while maintaining client satisfaction.

(5) Warranty Phase – Systematically transfer system administration and knowledge to the customer and monitor the deliverables to ensure the solution performs as expected.

(6) Support Phase – Execute the procedures to support the client's solution in accordance with the support agreement.

HPC has implemented the FocusPM methodology and tools worldwide. This ensures our clients can expect uniform delivery of project management services around the world.

HPC Project Manager

HP Consulting will work with the KPMG Consulting project team to implement the necessary processes for the project throughout its duration. The deliverables are central to the methodology since they provide the measurement of success for both the project and the project management process. HP Consulting assigns an experienced Project Manager during the early critical development phases to ensure proper expectations and objectives are established. This ensures that HP Consulting and KPMG Consulting agree on tasks, plans, and costs.

HPC's Project Manager is well versed in using the latest information technology, tools and the FocusPM methodology, a proven approach to the planning, development, implementation and support of Information Technology solutions. HPC's Project Managers go through a comprehensive selection and training process including internal consultant certification and external certification as a Project Management Professional (PMP) by the Project Management Institute. HPC's Project Manager will work closely with KPMG Consulting to ensure that mutually agreed project plans are in place, and followed throughout the duration of the project.

Project Plan

HP Consulting develops a detailed project plan that is flexible and can be customized to fit the project and KPMG Consulting's needs and business environment. The principle features of the project plan are:

(1) Project Mission and Objectives – Establishes a common understanding of the business purpose and justification of the project, project sponsor, funding sources, budgetary considerations, and success criteria for project team and project steering committee.

(2) Project Organization – Establishes a Project Office as the central focus for managing the project, defines the roles and responsibilities of the individuals assigned, identifies both HPC's and KPMG Consulting Project Managers, and relationships with and responsibility of all sub-contractors and external consultants.

(3) Work Breakdown Structure – Defines the scope in the form of work packages and deliverables that are manageable, assignable, measurable and reportable.

(4) Detailed Schedule – Shows dependencies, time factors, critical tasks, milestones, resource availability, and constraints due to imposed dates, key events, and external factors. Numerous project management software packages do scheduling (establishing start and finish dates), resource leveling, and critical path layouts including PERT and Gantt charts.

(5) Financial Plan – Outlines the cost estimates, budgeting and controls to monitor financial performance, resource utilization, achievement of project milestones, and keeps changes or additional costs visible during the project.

(6) Risk Management Plan – Identifies, as early as possible, any risks or events that both HP Consulting and KPMG Consulting need to be aware of that will likely effect the project. Identified risks are evaluated to determine their impact and likelihood of occurring, and to establish contingency plans and strategies to avoid their occurrence, and monitor them as the project progresses.

(7) Quality Plan – Identifies the quality criteria, controls and procedures required for proper delivery of project deliverables throughout the project, including testing procedures, vendor/supplier quality assurance, status reporting, reviews, audits and overall management of the project.

(8) Communication Plan – Establishes a common understanding of the process to be used for project information distribution, review and control during the project, the format and frequency of status reports and review meetings, follow-up procedures, and process for escalating and resolving issues in a timely manner.

(9) Change Management Plan – Provides the basis for managing change requests during the duration of the project, who will and how will they proceed with changes, evaluating their impact, scope, time, and cost, and establishing a Change Control Board (CCB) responsible for accepting or rejecting the change request based on the full understanding of its impact on the project.

(10) Configuration Management – Defines the system and process for managing, tracking and controlling all project deliverables including hardware, software and documentation throughout the project life cycle.

(11) Acceptance Plan – Ensures the ongoing progress of the project in meeting the acceptance criteria associated with each deliverable and each milestone and that proper, approved signoffs are achieved.

(12) Warranty and Support Plan (if acceptable) – Defines the HP Consulting services, such as knowledge transfer and end user training, that will be provided following acceptance of the implemented solution.

User of FocusPM

The primary user is the HP Consulting project manager who manages client projects.

The methodology is also used by various HP teams who plan and implement the project: the bid team (including HP sales team), the solution design team, the project implementation team, the warranty team, and the support team.

Features of FocusPM

(1) Comprehensive, Web-based methodology that provides tools and step-by-step instructions for performing project tasks.

(2) Regularly updated through continuous improvement program.

(3) ISO 9000 compliant.

(4) Up-front risk assessment method and process/tools for analyzing and managing risk.

(5) Design of solution based on rigorous documentation of client requirements.

(6) Thorough planning of project before development of proposal.

(7) Structured method for proposal review and revision.

(8) Built-in activities for controlling the project (schedule and financial tracking, quality control, change control, configuration management).

(9) Logical transition to warranty and support.

Benefits of FocusPM to Clients

By applying a defined process to your project, HP Consulting project managers can:

(1) Work with you in a more structured manner.

(2) Manage change in your project.

(3) Control project cost and manage the schedule.

(4) Manage risk so that it is shared by you and Hewlett-Packard.

Major benefits of this structured approach are:

(1) On-time delivery of quality solutions.

(2) Improved satisfaction with project results.

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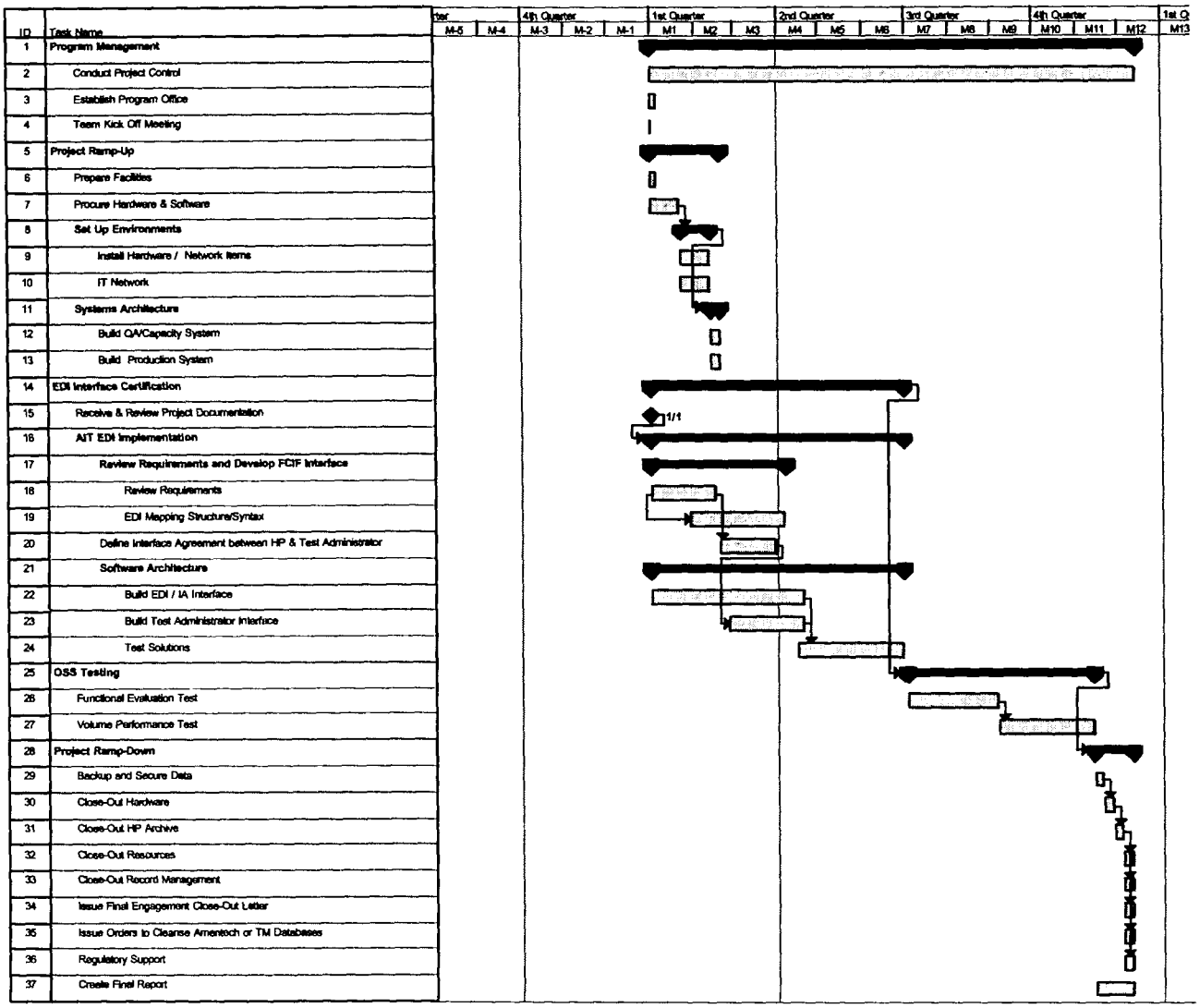
APPENDIX C: PROJECT PLAN - GANTT CHART



HPC TIMELINE ASSUMPTIONS

1. The timeline that is being provided is a "confident" best guess.
2. The timeline is expressed in relative terms. The dates provided are expressed in relative terms (month 1, month 2, etc.) and are not fixed to any particular date.
3. The tasks shown are representative of tasks performed in previous tests performed by HPC in the recent past.

4. The task durations reflect a "zero problem/issue" working environment.
5. The task durations reflect that all issues/questions will be answered immediately.
6. Program management tasks will span the total life of the project.
7. Development task durations based on LSOG 4 standards.

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